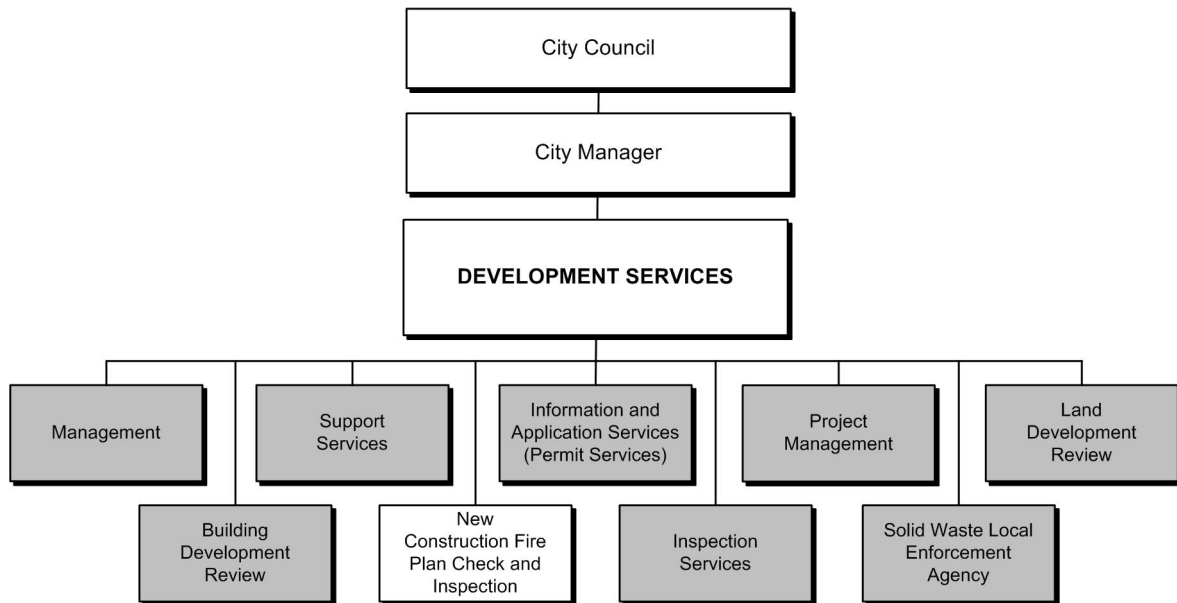




Development  
Services



# Development Services

## Mission Statement

To excel in community and customer services through enhancement of San Diegans' quality of life, to ensure safe development, and to provide timely and effective management of the process.

## Department Description

The Development Services Department is responsible for managing the majority of construction, development project review, permitting, and inspection services for the City of San Diego. The major functions of Information and Application Services, Project Management, Building Development Review, Land Development Review, Support Services, and Management are centrally organized to provide greater coordination and management of development.

## Budget Dollars at Work

600 Land use project applications received  
2,500 Single-family dwelling units permitted  
5,100 Multi-family dwelling units permitted  
185,000 Inspections performed per year  
33,600 Construction permits issued  
\$2,009,000,000 Total building permit valuation  
900 Environmental Documents prepared in support of City discretionary actions

## Service Efforts and Accomplishments

### E-permitting and permits by fax

Since inception and as of March 2003, the Department has issued 10,933 permits electronically (4,354 e-permits and 6,579 by fax). The Department processes between 250 - 300 e-permits a month and 300 - 500 through fax permits. This service saves customers time and money.

### Online Information

In the past a limited number of Department forms and information bulletins have been available on the Department's web page. In Fiscal Year 2003, the homepage was revised to include a separate "Forms" section and a large quantity of new forms were added

to the web page. This is one of the most requested items by customers, and greatly reduces the number of trips to the Development Services Department offices.

### Storm Water Education and Permitting

The Department assisted in completing the finalized Storm Water Standards Manual, which provides information to applicants on how to comply with the permanent and construction storm water quality requirements for new development projects in the City of San Diego. This document was placed on the Department's web page (News and Updates), for easy access by the public. Staff has been trained in the new standards which are being applied in the plan review process.

### Technical Advisory Committee

The Land Use and Housing Technical Advisory Committee worked with the Department to design and implement service improvements, saving an estimated \$726,000 per year. The savings include self certification programs, improved web services and Rowhouse design standards for infill housing.

### Customer Seminars

Department staff holds regular seminars for customers on a variety of topics including engineering requirements, storm water regulations, disabled access compliance, Storm Water Title 24 requirements, field inspection compliance and upcoming changes in department services.

### Informational Videos

The Department Public Information Office completed two training videos, "Tips for Commercial Projects," and "How to Properly Obtain Water Permits for Commercial Projects." The videos are made available to the public through a variety of means, including industry groups.

## Future Outlook

The Development Services Department forecasts a slight increase of workload in the latter part of Fiscal Year 2003. In May 2003, the Department submitted to the Mayor and City Council a proposal to update fees. The fee study will better align program expenditures and revenues and improve service levels to meet customer expectations.

# Development Services

## Division/Major Program Descriptions

### **Building Development Review**

This program reviews proposed building designs for compliance with the current local and State building codes; reviews zoning, structural and life safety, and disabled access compliance; reviews the suitability of new construction methods and materials, reviews and prepares appeals from the public to the Board of Appeals and Advisors; reviews plans and geotechnical reports for compliance with the City's Seismic Safety Study and State's Seismic Hazards Mapping Act; and disseminates information regarding these program activities.

### **Information and Application Services (Permit Services)**

This program provides for the review of construction permit applications for compliance with zoning codes and other regulations. This program issues building, electrical, mechanical, plumbing, water and sewer connections and services, minor public right-of-way, building demolition or relocation permits and provides for plan check and permit issuance for signs on private property. This program also provides records management, archival and retrieval for all Department records.

### **Inspection Services**

This program provides for the scheduling and on-site inspection of work completed pursuant to building permits. Structural, electrical, mechanical, plumbing, and combination inspectors are assigned to inspect construction at various stages of completion to determine that completed work complies with approved plans and with methods and materials specified under the Uniform Building Codes. The Structural Inspection Program provides scheduling and specialist inspection of building permits for structural work on commercial and multi-family buildings. The Electrical Inspection Program provides scheduling and specialist inspection of electrical and sign permits. The Plumbing and Mechanical Inspection Program provides scheduling and specialist inspection of plumbing and mechanical permits. The Combination Inspection Program provides scheduling and inspection of all construction related to single-family and multi-family dwellings.

### **Land Development Review**

Staff in this Division are responsible for determining if a proposed development project complies with State and local land development policies and regulations. They represent expertise in the building and site engineering, planning, landscape architecture, and architecture disciplines. Each time a project is submitted to the City for review, the appropriate project review team from this group of disciplines is formed. Staff then makes recommendations on the proposed project's compliance with applicable development standards and requirements during each review.

This Division also has the responsibility for implementation of the California Environmental Quality Act on behalf of the City of San Diego. Staff must work with both public and private project applicants to ensure that all feasible environmental mitigation measures or project alternatives are incorporated to minimize or preclude adverse impacts to the environment resulting from a project. Staff perform project analyses and prepare required environmental documents for consideration.

# Development Services

## Division/Major Program Descriptions (continued)

### **Management**

This program provides direction, policy, planning, coordination, and organizational control for the operating programs. In addition, the Management Program enforces planning, engineering, environmental, fire, building, electrical, plumbing, and mechanical laws, zoning requirements, and the Local Enforcement Agency related regulations and ordinances.

### **New Construction Fire Plan Check and Inspection**

This program provides technical services, new construction plan check and inspection for compliance with the Uniform Fire Code; manages the five-year certification program; conducts hydrant flow tests; reviews and inspects automatic sprinkler and fire alarm systems; and reviews the control and processes of hazardous materials.

### **Project Management**

This Division is responsible for managing the development review process for private and public projects. Project Managers are assigned to projects that require discretionary or certain complex ministerial approvals. They provide a single point of contact to applicants and ensure that reviews are completed in a timely manner. The Division also is responsible for the project submittal and noticing functions.

### **Solid Waste Local Enforcement Agency**

This State mandated program is certified by the California Integrated Waste Management Board to enforce federal and State laws and regulations for the safe and proper handling of solid waste.

### **Support Services**

This program provides centralized support services to operating divisions. The services provided include analytical studies, Enterprise Fund monitoring, performance measure reporting, customer surveys, annual budget development and administration, fee development and fee collection, automation development and information systems management. The program is also responsible for the dissemination of publications detailing all aspects of the Department's mission to assist the public in utilizing services. In addition, Support Services provides information to the public and the media about the Department's purchasing services.

# Development Services

Development Services				
	FY 2002 ACTUAL	FY 2003 BUDGET	FY 2004 PROPOSED	FY 2003-2004 CHANGE
Positions	451.06	459.06	<b>460.06</b>	1.00
Personnel Expense	\$ 36,115,736	\$ 34,472,662	\$ <b>38,004,706</b>	\$ 3,532,044
Non-Personnel Expense	\$ 12,521,689	\$ 9,754,421	\$ <b>10,588,965</b>	\$ 834,544
TOTAL	\$ 48,637,425	\$ 44,227,083	\$ <b>48,593,671</b>	\$ 4,366,588

# Development Services

## Department Staffing

	FY 2002 ACTUAL	FY 2003 BUDGET	FY 2004 PROPOSED
<b>GENERAL FUND</b>			
<b>Fire Plan Check</b>			
Fire New Construction Plan Check&Inspec	17.00	16.00	<b>16.00</b>
<b>Total</b>	<b>17.00</b>	<b>16.00</b>	<b>16.00</b>
<b>SOLID WASTE LOCAL ENFORCEMENT AGENCY</b>			
<b>Solid Waste Local Enforcement Agency</b>			
Administration	1.00	1.00	<b>1.00</b>
Office Support	1.00	1.00	<b>1.00</b>
Regulatory Compliance	2.00	2.00	<b>3.00</b>
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>

# Development Services

## Department Staffing (continued)

	FY 2002 ACTUAL	FY 2003 BUDGET	FY 2004 PROPOSED
<b>DEVELOPMENT SERVICES ENTERPRISE FUND</b>			
<b>Management</b>			
Administration	4.06	4.06	4.06
<b>Total</b>	<b>4.06</b>	<b>4.06</b>	<b>4.06</b>
<b>Support Services</b>			
Administration	1.50	1.50	1.50
Automation	23.00	23.00	22.00
Financial Services	15.50	15.50	17.50
Public Information	3.50	3.50	3.50
Training	1.50	1.50	0.50
<b>Total</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>
<b>Building Development Review</b>			
Administration	2.00	2.00	2.00
Plan Check	35.00	32.00	32.00
Technical Information Services	5.50	5.50	5.50
Unreinforced Masonry	0.50	0.50	0.50
<b>Total</b>	<b>43.00</b>	<b>40.00</b>	<b>40.00</b>
<b>Information &amp; Application Services</b>			
Administration	2.75	2.75	3.75
Customer Needs Determination	2.00	2.00	2.00
Development Permit Info	16.95	15.95	15.95
Plan Check	26.25	31.25	31.25
Records	13.30	15.30	15.30
<b>Total</b>	<b>61.25</b>	<b>67.25</b>	<b>68.25</b>
<b>Inspection Services</b>			
Administration	1.00	1.00	1.00
Inspections	76.75	80.75	80.75
<b>Total</b>	<b>77.75</b>	<b>81.75</b>	<b>81.75</b>
<b>Land Development Review</b>			
Administration	2.00	2.00	2.00
Development Monitoring	2.00	2.00	2.00
Engineering Records	5.00	0.00	3.00
Environmental Document Prep	21.00	21.00	21.00
Land Development Code	0.00	0.00	3.00
Land Use & Planning Review	63.00	68.00	64.25
Plan Check	38.00	39.00	36.75
<b>Total</b>	<b>131.00</b>	<b>132.00</b>	<b>132.00</b>



# Development Services

## Department Staffing (continued)

	FY 2002 ACTUAL	FY 2003 BUDGET	FY 2004 PROPOSED
<b>DEVELOPMENT SERVICES ENTERPRISE FUND</b>			
<b>Project Management</b>			
Administration	1.00	1.00	<b>1.00</b>
Land Development Code	4.00	1.00	<b>0.50</b>
Project Submittal and Support	31.00	32.00	<b>32.00</b>
Project With Plans (Submitted)	32.00	35.00	<b>34.50</b>
<b>Total</b>	<b>68.00</b>	<b>69.00</b>	<b>68.00</b>

# Development Services

## Department Expenditures

	FY 2002 ACTUAL	FY 2003 BUDGET	FY 2004 PROPOSED
<b>GENERAL FUND</b>			
<b>Fire Plan Check</b>			
Fire New Construction Plan Check&Inspec	\$ 1,462,877	\$ 1,512,205	\$ <b>1,615,957</b>
Support Services	\$ 210,382	\$ 181,553	\$ <b>181,553</b>
<b>Total</b>	<b>\$ 1,673,258</b>	<b>\$ 1,693,758</b>	<b>\$ 1,797,510</b>
<b>SOLID WASTE LOCAL ENFORCEMENT AGENCY</b>			
<b>Solid Waste Local Enforcement Agency</b>			
Administration	\$ 227,073	\$ 209,523	\$ <b>297,040</b>
Office Support	\$ 45,635	\$ 64,348	\$ <b>66,594</b>
Regulatory Compliance	\$ 333,274	\$ 267,528	\$ <b>359,210</b>
<b>Total</b>	<b>\$ 605,982</b>	<b>\$ 541,399</b>	<b>\$ 722,844</b>

# Development Services

## Department Expenditures (continued)

	FY 2002 ACTUAL	FY 2003 BUDGET	FY 2004 PROPOSED
<b>DEVELOPMENT SERVICES ENTERPRISE FUND</b>			
<b>Management</b>			
Administration	\$ 537,700	\$ 502,687	\$ 636,112
<b>Total</b>	<b>\$ 537,700</b>	<b>\$ 502,687</b>	<b>\$ 636,112</b>
<b>Support Services</b>			
Administration	\$ 317,345	\$ 218,077	\$ 230,020
Automation	\$ 3,872,219	\$ 4,711,532	\$ 5,187,361
Financial Services	\$ 1,765,414	\$ 1,710,005	\$ 1,950,082
Public Information	\$ 251,488	\$ 297,913	\$ 315,743
Training	\$ 272,173	\$ 152,206	\$ 40,923
<b>Total</b>	<b>\$ 6,478,639</b>	<b>\$ 7,089,733</b>	<b>\$ 7,724,129</b>
<b>Building Development Review</b>			
Administration	\$ 262,774	\$ 263,691	\$ 297,758
Plan Check	\$ 3,517,861	\$ 3,164,523	\$ 3,473,060
Technical Information Services	\$ 658,424	\$ 1,035,021	\$ 1,111,036
Unreinforced Masonry	\$ 90,043	\$ 49,596	\$ 56,797
<b>Total</b>	<b>\$ 4,529,102</b>	<b>\$ 4,512,831</b>	<b>\$ 4,938,651</b>
<b>Information &amp; Application Services</b>			
Administration	\$ 948,613	\$ 859,282	\$ 1,133,938
Customer Needs Determination	\$ 345,602	\$ 88,504	\$ 96,966
Development Permit Info	\$ 1,434,497	\$ 1,015,106	\$ 1,154,800
Plan Check	\$ 2,599,701	\$ 2,084,491	\$ 2,382,141
Records	\$ 1,398,243	\$ 833,174	\$ 878,438
<b>Total</b>	<b>\$ 6,726,656</b>	<b>\$ 4,880,557</b>	<b>\$ 5,646,283</b>
<b>Inspection Services</b>			
Administration	\$ 122,320	\$ 126,176	\$ 144,822
Inspections	\$ 5,915,829	\$ 6,722,459	\$ 7,371,851
<b>Total</b>	<b>\$ 6,038,149</b>	<b>\$ 6,848,635</b>	<b>\$ 7,516,673</b>
<b>Land Development Review</b>			
Administration	\$ 189,033	\$ 192,946	\$ 224,374
Development Monitoring	\$ 249,004	\$ 186,243	\$ 204,449
Engineering Records	\$ 225,746	\$ 36,612	\$ 251,628
Environmental Document Prep	\$ 1,762,112	\$ 1,607,844	\$ 1,766,078
Land Development Code	\$ -	\$ -	\$ 244,706
Land Development Review	\$ 2,053,546	\$ -	\$ -
Land Use & Planning Review	\$ 7,339,375	\$ 6,840,819	\$ 7,118,834

# Development Services

## Department Expenditures (continued)

	FY 2002 ACTUAL	FY 2003 BUDGET	FY 2004 PROPOSED
<b>DEVELOPMENT SERVICES ENTERPRISE FUND</b>			
<b>Land Development Review</b>			
Plan Check	\$ 4,520,652	\$ 3,424,592	\$ 3,539,311
<b>Total</b>	<b>\$ 16,339,468</b>	<b>\$ 12,289,056</b>	<b>\$ 13,349,380</b>
<b>Project Management</b>			
Administration	\$ 233,280	\$ 135,449	\$ 161,982
Land Development Code	\$ 246,894	\$ 126,346	\$ 66,562
Project Submittal and Support	\$ 2,562,164	\$ 2,403,733	\$ 2,638,853
Project With Plans (Submitted)	\$ 2,666,132	\$ 3,202,899	\$ 3,394,692
<b>Total</b>	<b>\$ 5,708,470</b>	<b>\$ 5,868,427</b>	<b>\$ 6,262,089</b>

# Development Services

## Significant Budget Adjustments

### DEVELOPMENT SERVICES ENTERPRISE FUND

<b>Building Development Review</b>	<b>Positions</b>	<b>Cost</b>
<b>Salary and Benefit Adjustments</b> Adjustments to reflect the annualization of the Fiscal Year 2003 negotiated salary compensation schedule, Fiscal Year 2004 negotiated salaries and benefits, changes to average salaries, retirement contributions and other benefit compensation.	0.00	\$ 386,073
<b>Support for Information Technology</b> Funding has been reallocated according to a Citywide review of information technology budget requirements and priority analyses.	0.00	\$ 39,114
<b>Non-Discretionary</b> Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.	0.00	\$ 633
<b>Information &amp; Application Services</b>	<b>Positions</b>	<b>Cost</b>
<b>Salary and Benefit Adjustments</b> Adjustments to reflect the annualization of the Fiscal Year 2003 negotiated salary compensation schedule, Fiscal Year 2004 negotiated salaries and benefits, changes to average salaries, retirement contributions and other benefit compensation.	0.00	\$ 534,171
<b>Transfer of 1.00 Program Manager to Information &amp; Application Services Division</b> Transfer of 1.00 Program Manager from the Project Management Division. No net impact to the overall Department budget.	1.00	\$ 137,634
<b>Support for Information Technology</b> Funding has been reallocated according to a Citywide review of information technology budget requirements and priority analyses.	0.00	\$ 81,206
<b>Non-Discretionary</b> Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.	0.00	\$ 12,715
<b>Inspection Services</b>	<b>Positions</b>	<b>Cost</b>
<b>Salary and Benefit Adjustments</b> Adjustments to reflect the annualization of the Fiscal Year 2003 negotiated salary compensation schedule, Fiscal Year 2004 negotiated salaries and benefits, changes to average salaries, retirement contributions and other benefit compensation.	0.00	\$ 598,997
<b>Support for Information Technology</b> Funding has been reallocated according to a Citywide review of information technology budget requirements and priority analyses.	0.00	\$ 93,986

# Development Services

## Significant Budget Adjustments (continued)

### DEVELOPMENT SERVICES ENTERPRISE FUND

<b>Inspection Services</b>	<b>Positions</b>	<b>Cost</b>
<b>Non-Discretionary</b> Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.	0.00	\$ (24,945)
<b>Land Development Review</b>	<b>Positions</b>	<b>Cost</b>
<b>Salary and Benefit Adjustments</b> Adjustments to reflect the annualization of the Fiscal Year 2003 negotiated salary compensation schedule, Fiscal Year 2004 negotiated salaries and benefits, changes to average salaries, retirement contributions and other benefit compensation.	0.00	\$ 972,901
<b>Support for Information Technology</b> Funding has been reallocated according to a Citywide review of information technology budget requirements and priority analyses.	0.00	\$ 78,841
<b>Non-Discretionary</b> Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.	0.00	\$ 8,582
<b>Management</b>	<b>Positions</b>	<b>Cost</b>
<b>Salary and Benefit Adjustments</b> Adjustments to reflect the annualization of the Fiscal Year 2003 negotiated salary compensation schedule, Fiscal Year 2004 negotiated salaries and benefits, changes to average salaries, retirement contributions and other benefit compensation.	0.00	\$ 56,998
<b>Non-Discretionary</b> Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.	0.00	\$ 69,551
<b>Support for Information Technology</b> Funding has been reallocated according to a Citywide review of information technology budget requirements and priority analyses.	0.00	\$ 6,876
<b>Project Management</b>	<b>Positions</b>	<b>Cost</b>
<b>Salary and Benefit Adjustments</b> Adjustments to reflect the annualization of the Fiscal Year 2003 negotiated salary compensation schedule, Fiscal Year 2004 negotiated salaries and benefits, changes to average salaries, retirement contributions and other benefit compensation.	0.00	\$ 506,950
<b>Support for Information Technology</b> Funding has been reallocated according to a Citywide review of information technology budget requirements and priority analyses.	0.00	\$ 14,916

# Development Services

## Significant Budget Adjustments (continued)

### DEVELOPMENT SERVICES ENTERPRISE FUND

Project Management	Positions	Cost
<b>Non-Discretionary</b> Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.	0.00	\$ 9,430
<b>Transfer of 1.00 Program Manager from Project Management Division</b> Transfer of 1.00 Program Manager to the Information & Application Services Division. Not net impact to the overall Department budget.	(1.00)	\$ (137,634)

Support Services	Positions	Cost
<b>Salary and Benefit Adjustments</b> Adjustments to reflect the annualization of the Fiscal Year 2003 negotiated salary compensation schedule, Fiscal Year 2004 negotiated salaries and benefits, changes to average salaries, retirement contributions and other benefit compensation.	0.00	\$ 277,848
<b>Support for Information Technology</b> Funding has been reallocated according to a Citywide review of information technology budget requirements and priority analyses.	0.00	\$ 185,853
<b>Non-Discretionary</b> Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.	0.00	\$ 170,695

### GENERAL FUND

Fire Plan Check	Positions	Cost
<b>Salary and Benefit Adjustments</b> Adjustments to reflect the annualization of the Fiscal Year 2003 negotiated salary compensation schedule, Fiscal Year 2004 negotiated salaries and benefits, changes to average salaries, retirement contributions and other benefit compensation.	0.00	\$ 109,395
<b>Support for Information Technology</b> Funding has been reallocated according to a Citywide review of information technology budget requirements and priority analyses.	0.00	\$ (1,848)
<b>Non-Discretionary</b> Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.	0.00	\$ (3,795)

# Development Services

## Significant Budget Adjustments (continued)

### SOLID WASTE LOCAL ENFORCEMENT AGENCY

Solid Waste Local Enforcement Agency	Positions	Cost
<b>Salary and Benefit Adjustments</b> Adjustments to reflect the annualization of the Fiscal Year 2003 negotiated salary compensation schedule, Fiscal Year 2004 negotiated salaries and benefits, changes to average salaries, retirement contributions and other benefit compensation.	0.00	\$ 15,947
<b>Staffing for Solid Waste Local Enforcement Agency</b> Addition of 1.00 Hazardous Materials Inspector III for increased workload relative to burn dumpsite investigation and remediation projects.	1.00	\$ 84,284
<b>Non-Discretionary</b> Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.	0.00	\$ 46,782
<b>Contractual Services</b> Increase is for higher cost of City Force services for MOU with City Attorney's Office.	0.00	\$ 17,526
<b>Support for Information Technology</b> Funding has been reallocated according to a Citywide review of information technology budget requirements and priority analyses.	0.00	\$ 16,906

## Expenditures by Category

	FY2002 ACTUAL	FY2003 BUDGET	FY2004 PROPOSED
<b>PERSONNEL</b>			
Salaries & Wages	\$ 28,263,718	\$ 26,569,636	\$ 27,386,206
Fringe Benefits	\$ 7,852,018	\$ 7,903,026	\$ 10,618,500
<b>SUBTOTAL PERSONNEL</b>	<b>\$ 36,115,736</b>	<b>\$ 34,472,662</b>	<b>\$ 38,004,706</b>
<b>NON-PERSONNEL</b>			
Supplies & Services	\$ 7,905,511	\$ 4,689,746	\$ 5,003,600
Information Technology	\$ 3,097,589	\$ 3,876,448	\$ 4,378,807
Energy/Utilities	\$ 1,024,755	\$ 945,972	\$ 964,303
Equipment Outlay	\$ 493,834	\$ 242,255	\$ 242,255
<b>SUBTOTAL NON-PERSONNEL</b>	<b>\$ 12,521,689</b>	<b>\$ 9,754,421</b>	<b>\$ 10,588,965</b>
<b>TOTAL</b>	<b>\$ 48,637,425</b>	<b>\$ 44,227,083</b>	<b>\$ 48,593,671</b>



# Development Services

## Key Performance Measures

	FY 2002 ACTUAL	FY 2003 BUDGET	FY 2004 PROPOSED
Average cost per structural plan check	\$780	\$936	<b>\$871</b>
Average cost per Fire Plan Check	\$288	\$300	<b>\$333</b>
Average cost per Fire field inspection	\$163	\$202	<b>\$156</b>
Average cost per residential combined plan checks completed	\$118	\$101	<b>\$98</b>
Average cost per building inspection for single family residential	\$29.70	\$32.88	<b>\$34.02</b>
Average cost per electrical/mechanical building inspection	\$34.81	\$35.02	<b>\$37.92</b>
Average cost per structural building inspection	\$29.78	\$31.58	<b>\$34.69</b>
Average cost per Negative Declaration and Mitigated Negative Declaration	\$6,020	\$2,919	<b>\$3,718</b>
Average cost per project facilitated and review cycles completed <sup>(1)</sup>	\$3,154	\$3,760	<b>\$921</b>
Average cost per solid waste inspection <sup>(2)</sup>	\$1,753	\$642	<b>\$636</b>
Average cost per solid waste facility permit <sup>(3)</sup>	\$65	\$2,598	<b>\$4,166</b>

(1) For Fiscal Year 2004 Project Management will begin using both outputs to calculate efficiency.

(2) Projected expenses for Fiscal Year 2003 are \$381,314 resulting in an efficiency of \$2,095.

(3) Projected expenses for Fiscal Year 2003 are \$5,424 resulting in an efficiency of \$94.

# Development Services

## Salary Schedule

### GENERAL FUND

#### Fire Plan Check

<i>Class</i>	<i>Position Title</i>	<i>FY 2003 Positions</i>	<i>FY 2004 Positions</i>	<i>Salary</i>		<i>Total</i>
1457	Sr Engineer-Fire Protection	1.00	<b>1.00</b>	\$	81,253	\$ 81,253
1475	Fire Prevention Inspector II	12.00	<b>12.00</b>	\$	63,732	\$ 764,788
1476	Fire Prevention Supv	2.00	<b>2.00</b>	\$	76,399	\$ 152,798
1535	Clerical Assistant II	1.00	<b>1.00</b>	\$	30,468	\$ 30,468
	Overtime Budgeted	0.00	<b>0.00</b>	-	\$	22,119
<b>Total</b>		<b>16.00</b>	<b>16.00</b>			<b>\$ 1,051,426</b>

### SOLID WASTE LOCAL ENFORCEMENT AGENCY

#### Solid Waste Local Enforcement Agency

<i>Class</i>	<i>Position Title</i>	<i>FY 2003 Positions</i>	<i>FY 2004 Positions</i>	<i>Salary</i>		<i>Total</i>
1527	HazMat Inspector II	2.00	<b>2.00</b>	\$	58,134	\$ 116,268
1535	Clerical Assistant II	1.00	<b>1.00</b>	\$	30,468	\$ 30,468
1544	Hazardous Material Inspector III	0.00	<b>1.00</b>	\$	61,696	\$ 61,696
2270	Program Manager	1.00	<b>1.00</b>	\$	83,596	\$ 83,596
<b>Total</b>		<b>4.00</b>	<b>5.00</b>			<b>\$ 292,028</b>

### DEVELOPMENT SERVICES ENTERPRISE FUND

#### Management

<i>Class</i>	<i>Position Title</i>	<i>FY 2003 Positions</i>	<i>FY 2004 Positions</i>	<i>Salary</i>		<i>Total</i>
1535	Clerical Assistant II	1.00	<b>1.00</b>	\$	30,468	\$ 30,468
1876	Executive Secretary	1.03	<b>1.03</b>	\$	46,240	\$ 47,627
2105	Asst Development Services Director	1.00	<b>1.00</b>	\$	117,189	\$ 117,189
2131	Development Services Director	1.00	<b>1.00</b>	\$	131,631	\$ 131,631
2153	Deputy City Manager	0.03	<b>0.03</b>	\$	171,167	\$ 5,135
<b>Total</b>		<b>4.06</b>	<b>4.06</b>			<b>\$ 332,050</b>

#### Support Services

<i>Class</i>	<i>Position Title</i>	<i>FY 2003 Positions</i>	<i>FY 2004 Positions</i>	<i>Salary</i>		<i>Total</i>
1104	Account Clerk	3.00	<b>3.00</b>	\$	32,826	\$ 98,479
1106	Sr Management Analyst	2.00	<b>2.00</b>	\$	62,561	\$ 125,122
1107	Administrative Aide II	1.00	<b>1.00</b>	\$	44,197	\$ 44,197
1153	Asst Engineer-Civil	1.00	<b>1.00</b>	\$	60,046	\$ 60,046
1218	Assoc Management Analyst	4.00	<b>4.00</b>	\$	55,514	\$ 222,055
1221	Assoc Engineer-Civil	1.00	<b>1.00</b>	\$	70,525	\$ 70,525
1243	Info Systems Administrator	1.00	<b>1.00</b>	\$	78,358	\$ 78,358

# Development Services

## Salary Schedule (continued)

### DEVELOPMENT SERVICES ENTERPRISE FUND

#### Support Services

<i>Class</i>	<i>Position Title</i>	<i>FY 2003 Positions</i>	<i>FY 2004 Positions</i>	<i>Salary</i>		<i>Total</i>
1348	Info Systems Analyst II	3.00	<b>3.00</b>	\$ 56,143	\$	168,428
1401	Info Systems Technician	2.00	<b>2.00</b>	\$ 43,594	\$	87,188
1423	Sr Drafting Aide	4.00	<b>4.00</b>	\$ 46,528	\$	186,111
1535	Clerical Assistant II	3.00	<b>3.00</b>	\$ 30,468	\$	91,404
1555	Junior Engineering Aide	6.00	<b>6.00</b>	\$ 39,847	\$	239,083
1614	Org Effectiveness Specialist II	1.00	<b>1.00</b>	\$ 56,090	\$	56,090
1648	Payroll Specialist II	3.00	<b>3.00</b>	\$ 36,573	\$	109,718
1727	Principal Engineering Aide	2.00	<b>2.00</b>	\$ 52,763	\$	105,526
1776	Public Information Clerk	1.00	<b>1.00</b>	\$ 33,062	\$	33,062
1871	Sr Public Information Officer	1.00	<b>1.00</b>	\$ 54,916	\$	54,916
1879	Sr Clerk/Typist	1.00	<b>1.00</b>	\$ 38,040	\$	38,040
1917	Supv Management Analyst	1.00	<b>1.00</b>	\$ 71,076	\$	71,076
1926	Info Systems Analyst IV	2.00	<b>2.00</b>	\$ 70,001	\$	140,002
1940	Supv Public Info Officer	1.00	<b>1.00</b>	\$ 63,190	\$	63,190
2214	Deputy Director	1.00	<b>1.00</b>	\$ 104,157	\$	104,157
	Bilingual - Regular	0.00	<b>0.00</b>	-	\$	3,647
	Reg Pay For Engineers	0.00	<b>0.00</b>	-	\$	28,355
	<b>Total</b>	<b>45.00</b>	<b>45.00</b>		<b>\$</b>	<b>2,278,775</b>

#### Building Development Review

<i>Class</i>	<i>Position Title</i>	<i>FY 2003 Positions</i>	<i>FY 2004 Positions</i>	<i>Salary</i>		<i>Total</i>
1223	Assoc Engineer-Electrical	2.00	<b>2.00</b>	\$ 70,866	\$	141,732
1225	Assoc Engineer-Mechanical	3.00	<b>3.00</b>	\$ 70,866	\$	212,598
1231	Structural Engineering Assoc	19.00	<b>19.00</b>	\$ 70,787	\$	1,344,959
1535	Clerical Assistant II	2.00	<b>2.00</b>	\$ 30,468	\$	60,935
1658	Plan Review Specialist IV	1.00	<b>1.00</b>	\$ 59,829	\$	59,829
1746	Word Processing Operator	1.00	<b>1.00</b>	\$ 33,015	\$	33,015
1806	Sr Engineering Geologist	1.00	<b>1.00</b>	\$ 81,791	\$	81,791
1830	Sr Mechanical Engineer	1.00	<b>1.00</b>	\$ 81,791	\$	81,791
1875	Structural Engineering Sr	7.00	<b>7.00</b>	\$ 81,791	\$	572,535
1879	Sr Clerk/Typist	1.00	<b>1.00</b>	\$ 38,040	\$	38,040
2214	Deputy Director	1.00	<b>1.00</b>	\$ 115,621	\$	115,621
2250	Asst Deputy Director	1.00	<b>1.00</b>	\$ 99,348	\$	99,348
	Bilingual - Regular	0.00	<b>0.00</b>	-	\$	1,459
	Reg Pay For Engineers	0.00	<b>0.00</b>	-	\$	254,109
	<b>Total</b>	<b>40.00</b>	<b>40.00</b>		<b>\$</b>	<b>3,097,762</b>

# Development Services

## Salary Schedule (continued)

### DEVELOPMENT SERVICES ENTERPRISE FUND

#### Information & Application Services

<i>Class</i>	<i>Position Title</i>	<i>FY 2003 Positions</i>	<i>FY 2004 Positions</i>	<i>Salary</i>		<i>Total</i>
1218	Assoc Management Analyst	1.00	<b>1.00</b>	\$	55,514	\$ 55,514
1535	Clerical Assistant II	7.00	<b>7.00</b>	\$	30,468	\$ 213,273
1657	Plan Review Specialist III	31.00	<b>31.00</b>	\$	54,190	\$ 1,679,877
1658	Plan Review Specialist IV	5.50	<b>5.50</b>	\$	59,829	\$ 329,058
1746	Word Processing Operator	2.00	<b>2.00</b>	\$	33,016	\$ 66,031
1776	Public Information Clerk	12.75	<b>12.75</b>	\$	33,062	\$ 421,540
1879	Sr Clerk/Typist	2.00	<b>2.00</b>	\$	38,040	\$ 76,080
1928	Supv Plan Review Specialist	5.00	<b>5.00</b>	\$	66,032	\$ 330,160
2214	Deputy Director	1.00	<b>1.00</b>	\$	98,245	\$ 98,245
2270	Program Manager	0.00	<b>1.00</b>	\$	99,226	\$ 99,226
	Bilingual - Regular	0.00	<b>0.00</b>	-	\$	4,377
<b>Total</b>		<b>67.25</b>	<b>68.25</b>			<b>\$ 3,373,381</b>

#### Inspection Services

<i>Class</i>	<i>Position Title</i>	<i>FY 2003 Positions</i>	<i>FY 2004 Positions</i>	<i>Salary</i>		<i>Total</i>
1162	Electrical Inspector II	7.75	<b>7.75</b>	\$	56,553	\$ 438,284
1163	Sr Electrical Inspector	1.00	<b>1.00</b>	\$	64,988	\$ 64,988
1172	Mechanical Inspector II	8.00	<b>8.00</b>	\$	56,553	\$ 452,422
1173	Sr Mechanical Inspector	1.00	<b>1.00</b>	\$	64,571	\$ 64,571
1178	Structural Inspector II	10.00	<b>10.00</b>	\$	56,394	\$ 563,936
1179	Sr Structural Inspector	4.00	<b>4.00</b>	\$	64,112	\$ 256,449
1231	Structural Engineering Assoc	1.00	<b>1.00</b>	\$	70,788	\$ 70,788
1277	Combination Inspector II	31.00	<b>31.00</b>	\$	56,553	\$ 1,753,136
1328	Apprentice - Electrician	1.00	<b>1.00</b>	\$	37,449	\$ 37,449
1776	Public Information Clerk	8.00	<b>8.00</b>	\$	33,062	\$ 264,496
1849	Sr Combination Inspector	5.00	<b>5.00</b>	\$	64,988	\$ 324,939
1879	Sr Clerk/Typist	1.00	<b>1.00</b>	\$	38,040	\$ 38,040
2202	Building Inspection Supv	2.00	<b>2.00</b>	\$	89,758	\$ 179,516
2214	Deputy Director	1.00	<b>1.00</b>	\$	104,146	\$ 104,146
	Bilingual - Regular	0.00	<b>0.00</b>	-	\$	1,459
	Reg Pay For Engineers	0.00	<b>0.00</b>	-	\$	4,423
<b>Total</b>		<b>81.75</b>	<b>81.75</b>			<b>\$ 4,619,042</b>

#### Land Development Review

<i>Class</i>	<i>Position Title</i>	<i>FY 2003 Positions</i>	<i>FY 2004 Positions</i>	<i>Salary</i>		<i>Total</i>
1106	Sr Management Analyst	1.00	<b>1.00</b>	\$	62,561	\$ 62,561
1107	Administrative Aide II	1.00	<b>1.00</b>	\$	44,197	\$ 44,197

# Development Services

## Salary Schedule (continued)

### DEVELOPMENT SERVICES ENTERPRISE FUND

#### Land Development Review

<i>Class</i>	<i>Position Title</i>	<i>FY 2003 Positions</i>	<i>FY 2004 Positions</i>	<i>Salary</i>		<i>Total</i>
1153	Asst Engineer-Civil	22.10	<b>22.10</b>	\$	60,046	\$ 1,327,017
1207	Asst Engineer-Traffic	6.00	<b>6.00</b>	\$	60,779	\$ 364,675
1221	Assoc Engineer-Civil	8.00	<b>8.00</b>	\$	70,525	\$ 564,203
1227	Assoc Planner	40.20	<b>40.20</b>	\$	54,828	\$ 2,204,103
1233	Assoc Engineer-Traffic	5.00	<b>5.00</b>	\$	70,421	\$ 352,106
1423	Sr Drafting Aide	2.00	<b>2.00</b>	\$	46,528	\$ 93,056
1535	Clerical Assistant II	5.00	<b>5.00</b>	\$	30,468	\$ 152,338
1555	Junior Engineering Aide	2.00	<b>2.00</b>	\$	39,848	\$ 79,695
1727	Principal Engineering Aide	1.00	<b>1.00</b>	\$	52,762	\$ 52,762
1746	Word Processing Operator	1.00	<b>1.00</b>	\$	33,015	\$ 33,015
1806	Sr Engineering Geologist	1.00	<b>1.00</b>	\$	81,790	\$ 81,790
1855	Sr Civil Engineer	6.00	<b>6.00</b>	\$	81,581	\$ 489,486
1861	Sr Engineering Aide	1.00	<b>1.00</b>	\$	45,192	\$ 45,192
1872	Sr Planner	14.70	<b>14.70</b>	\$	66,738	\$ 981,050
1878	Sr Traffic Engineer	2.00	<b>2.00</b>	\$	81,162	\$ 162,324
1879	Sr Clerk/Typist	1.00	<b>1.00</b>	\$	38,040	\$ 38,040
1935	Sr Land Surveyor	1.00	<b>1.00</b>	\$	81,791	\$ 81,791
1938	Land Surveying Asst	6.00	<b>6.00</b>	\$	60,570	\$ 363,420
1939	Land Surveying Assoc	2.00	<b>2.00</b>	\$	70,866	\$ 141,732
2214	Deputy Director	1.00	<b>1.00</b>	\$	115,370	\$ 115,370
2270	Program Manager	2.00	<b>2.00</b>	\$	92,435	\$ 184,869
	Bilingual - Regular	0.00	<b>0.00</b>		-	\$ 5,835
	Reg Pay For Engineers	0.00	<b>0.00</b>		-	\$ 283,718
	<b>Total</b>	<b>132.00</b>	<b>132.00</b>			<b>\$ 8,304,345</b>

#### Project Management

<i>Class</i>	<i>Position Title</i>	<i>FY 2003 Positions</i>	<i>FY 2004 Positions</i>	<i>Salary</i>		<i>Total</i>
1107	Administrative Aide II	1.00	<b>1.00</b>	\$	44,197	\$ 44,197
1153	Asst Engineer-Civil	1.00	<b>1.00</b>	\$	60,046	\$ 60,046
1184	Development Project Manager I	9.00	<b>9.00</b>	\$	60,492	\$ 544,424
1185	Development Project Manager II	16.00	<b>16.00</b>	\$	69,844	\$ 1,117,505
1186	Development Project Manager III	7.00	<b>7.00</b>	\$	81,267	\$ 568,866
1221	Assoc Engineer-Civil	1.00	<b>1.00</b>	\$	70,526	\$ 70,526
1231	Structural Engineering Assoc	1.00	<b>1.00</b>	\$	70,788	\$ 70,788
1535	Clerical Assistant II	10.00	<b>10.00</b>	\$	30,468	\$ 304,676
1555	Junior Engineering Aide	2.00	<b>2.00</b>	\$	39,848	\$ 79,695
1657	Plan Review Specialist III	4.00	<b>4.00</b>	\$	54,190	\$ 216,758

# Development Services

## Salary Schedule (continued)

### DEVELOPMENT SERVICES ENTERPRISE FUND

#### Project Management

<i>Class</i>	<i>Position Title</i>	<i>FY 2003 Positions</i>	<i>FY 2004 Positions</i>	<i>Salary</i>		<i>Total</i>
1658	Plan Review Specialist IV	1.00	<b>1.00</b>	\$	59,829	\$ 59,829
1727	Principal Engineering Aide	2.00	<b>2.00</b>	\$	52,763	\$ 105,526
1746	Word Processing Operator	5.00	<b>5.00</b>	\$	33,015	\$ 165,077
1872	Sr Planner	1.00	<b>1.00</b>	\$	66,738	\$ 66,738
1875	Structural Engineering Sr	1.00	<b>1.00</b>	\$	81,791	\$ 81,791
1879	Sr Clerk/Typist	2.00	<b>2.00</b>	\$	38,040	\$ 76,080
1928	Supv Plan Review Specialist	1.00	<b>1.00</b>	\$	66,032	\$ 66,032
1938	Land Surveying Asst	1.00	<b>1.00</b>	\$	60,570	\$ 60,570
2214	Deputy Director	1.00	<b>1.00</b>	\$	115,370	\$ 115,370
2270	Program Manager	2.00	<b>1.00</b>	\$	89,916	\$ 89,916
	Bilingual - Regular	0.00	<b>0.00</b>	-	\$	2,189
	Overtime Budgeted	0.00	<b>0.00</b>	-	\$	898
	Reg Pay For Engineers	0.00	<b>0.00</b>	-	\$	69,900
	<b>Total</b>	<b>69.00</b>	<b>68.00</b>			<b>\$ 4,037,397</b>
<b>Development Services Enterprise Fund Total</b>		<b>439.06</b>	<b>439.06</b>			<b>\$ 26,042,752</b>
<b>DEVELOPMENT SERVICES TOTAL</b>		<b>459.06</b>	<b>460.06</b>			<b>\$ 27,386,206</b>

# Development Services

## Five-Year Expenditure Forecast

	<b>FY 2004 PROPOSED</b>	<b>FY 2005 FORECAST</b>	<b>FY 2006 FORECAST</b>	<b>FY 2007 FORECAST</b>	<b>FY 2008 FORECAST</b>
Positions	<b>460.06</b>	460.06	460.06	460.06	460.06
Personnel Expense	<b>\$ 38,004,706</b>	\$ 39,144,847	\$ 40,319,192	\$ 41,528,768	\$ 42,774,631
Non-Personnel Expense	<b>\$ 10,588,965</b>	\$ 10,906,634	\$ 11,233,833	\$ 11,570,848	\$ 11,917,973
<b>TOTAL EXPENDITURES</b>	<b>\$ 48,593,671</b>	\$ 50,051,481	\$ 51,553,025	\$ 53,099,616	\$ 54,692,604

### Development Services

#### Fiscal Year 2005

No major projected requirements.

#### Fiscal Year 2006

No major projected requirements.

#### Fiscal Year 2007

No major projected requirements.

#### Fiscal Year 2008

No major projected requirements.

# Development Services

## Revenue and Expense Statement

<b>DEVELOPMENT SERVICES ENTERPRISE FUND 41300</b>	<b>FY 2002 ACTUAL</b>	<b>FY 2003 ESTIMATED</b>	<b>FY 2004 PROPOSED</b>
<b>BEGINNING BALANCE AND RESERVE</b>			
Balance from Prior Year	\$ (1,610,549) <sup>(1)</sup>	\$ (1,573,785)	\$ (1,073,256)
Liability	\$ 792,702	\$ -	\$ -
Prior Year Balance Adjustment	\$ (790,564)	\$ -	\$ -
Prior Year Encumbrance	\$ 237,222	\$ 36,722	\$ 50,000
<b>TOTAL BALANCE</b>	<b>\$ (1,371,189)</b>	<b>\$ (1,537,063)</b>	<b>\$ (1,023,256)</b>
<b>REVENUE</b>			
(Increase) Decrease in Subdivision Account Liability	\$ 157,618	\$ -	\$ -
(Increase) Decrease in Work in Progress Liability	\$ 3,369,440	\$ (196,970)	\$ -
Combination Permits	\$ 7,349,755	\$ 7,359,717	\$ 7,466,539
Development & Environmental Planning Revenues	\$ 3,015,536	\$ 3,565,130	\$ 3,756,166
Electrical Permits	\$ 1,250,052	\$ 1,151,841	\$ 1,176,075
Engineering Permits	\$ 584,871	\$ 595,485	\$ 507,993
Gas Tax	\$ 141,614	\$ -	\$ -
Mechanical Permits	\$ 1,739,918	\$ 1,509,057	\$ 1,462,990
Other Revenues	\$ 1,474,833	\$ 1,084,914	\$ 973,220
Plan Check Fees	\$ 8,113,681	\$ 9,601,064	\$ 10,269,550
Structural Permits	\$ 4,774,715	\$ 4,772,995	\$ 4,770,995
Subdivision Permits	\$ 10,280,558	\$ 13,137,453	\$ 13,748,447
TransNet	\$ 498,341	\$ 500,000	\$ 530,000
Water/Sewer Reimbursement	\$ 1,816,751	\$ 1,944,240	\$ 2,021,149
Zoning and Sign Permit Revenue	\$ 450,728	\$ 478,161	\$ 490,563
<b>TOTAL REVENUE</b>	<b>\$ 45,018,411</b>	<b>\$ 45,503,087</b>	<b>\$ 47,173,687</b>
<b>TOTAL BALANCE AND REVENUE</b>	<b>\$ 43,647,222</b>	<b>\$ 43,966,024</b>	<b>\$ 46,150,431</b>
<b>EXPENSE</b>			
<b>OPERATING EXPENSE</b>			
Non-Personnel Expense	\$ 10,225,972	\$ 8,851,296	\$ 9,977,946
Personnel Expense	\$ 34,905,006	\$ 36,004,866 <sup>(2)</sup>	\$ 36,072,485 <sup>(3)</sup>
Prior Year Expenditures	\$ 159,704	\$ 133,118	\$ 50,000
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 45,290,682</b>	<b>\$ 44,989,280</b>	<b>\$ 46,100,431</b>
<b>TOTAL EXPENSE</b>	<b>\$ 45,290,682</b>	<b>\$ 44,989,280</b>	<b>\$ 46,100,431</b>
<b>RESERVE</b>			
Decrease in CityMed Advance	\$ (106,397)	\$ -	\$ -
Reserve for Encumbrance	\$ 36,722	\$ 50,000	\$ 50,000
<b>TOTAL RESERVE</b>	<b>\$ (69,675)</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>
<b>TOTAL RESERVE</b>	<b>\$ (69,675)</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>
<b>BALANCE</b>	<b>\$ (1,573,785)</b>	<b>\$ (1,073,256)</b>	<b>\$ -</b>
<b>TOTAL EXPENSE, RESERVE AND BALANCE</b>	<b>\$ 43,647,222</b>	<b>\$ 43,966,024</b>	<b>\$ 46,150,431</b>



# Development Services

Note: Fiscal Year 2004 total Work in Progress Liability Reserve is estimated to be \$3,109,292 and the total Subdivision Account Deficit Liability Reserve is estimated to be \$1,289,775. The Fiscal Year 2002 Actuals includes the impact of the 41303 subfund on the Development Services Enterprise Fund 41300 fund balance.

(1) In January 2003 the fund balance was restated to include an adjustment for the Fiscal Year 2001 Net Pension Obligation in the amount of \$1,108,709.

(2) Additional net pension obligation for Fiscal Year 2002 and Fiscal Year 2003 of \$1,332,882 is reflected in the Fiscal Year 2003 expenses.

(3) The Fiscal Year 2004 net pension obligation of approximately \$2,129,752 is reflected in the Fiscal Year 2004 proposed expenses.

# Development Services

## Revenue and Expense Statement

### SOLID WASTE LOCAL ENFORCEMENT AGENCY FUND 10235

	FY 2002 ACTUAL	FY 2003 ESTIMATED	FY 2004 PROPOSED
<b>BEGINNING BALANCE AND RESERVE</b>			
Balance from Prior Year	\$ 521,036	\$ 441,579	\$ 385,760
<b>TOTAL BALANCE</b>	<b>\$ 521,036</b>	<b>\$ 441,579</b>	<b>\$ 385,760</b>
<b>REVENUE</b>			
Facility Fees	\$ 102,564	\$ 250,000	\$ 250,000
Grants	\$ 50,211	\$ 55,968	\$ 103,000
Interest	\$ 32,569	\$ 19,940	\$ 8,500
Miscellaneous Revenue	\$ 27,227	\$ 350	\$ -
Permit Application Fees	\$ 1,750	\$ 2,800	\$ 2,800
Tonnage Fees	\$ 312,205	\$ 265,335	\$ 265,335
<b>TOTAL REVENUE</b>	<b>\$ 526,526</b>	<b>\$ 594,393</b>	<b>\$ 629,635</b>
<b>TOTAL BALANCE AND REVENUE</b>	<b>\$ 1,047,562</b>	<b>\$ 1,035,972</b>	<b>\$ 1,015,395</b>
<b>EXPENSE</b>			
<b>OPERATING EXPENSE</b>			
Non-Personnel Expense	\$ 253,046	\$ 298,392	\$ 322,579
Personnel Expense	\$ 352,936	\$ 351,820	\$ 400,265
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 605,982</b>	<b>\$ 650,212</b>	<b>\$ 722,844</b>
<b>TOTAL EXPENSE</b>	<b>\$ 605,982</b>	<b>\$ 650,212</b>	<b>\$ 722,844</b>
<b>RESERVE</b>			
Reserve for Encumbrance	\$ 20,794	\$ 49,151	\$ 25,000
<b>TOTAL RESERVE</b>	<b>\$ 20,794</b>	<b>\$ 49,151</b>	<b>\$ 25,000</b>
<b>TOTAL RESERVE</b>	<b>\$ 20,794</b>	<b>\$ 49,151</b>	<b>\$ 25,000</b>
<b>BALANCE</b>	<b>\$ 420,786</b>	<b>\$ 336,609</b>	<b>\$ 267,551</b>
<b>TOTAL EXPENSE, RESERVE AND BALANCE</b>	<b>\$ 1,047,562</b>	<b>\$ 1,035,972</b>	<b>\$ 1,015,395</b>